



# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

September 10, 2008

To: Supervisor Yvonne B. Burke, Chair  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## REPORT ON CHIEF EXECUTIVE OFFICE SUPPORT TEAM EFFORTS AT THE DEPARTMENT OF HEALTH SERVICES HUMAN RESOURCES DIVISION

This memorandum is to provide your Board with a report on the efforts of the Chief Executive Office (CEO) support team assisting the Department of Health Services (DHS) Human Resources Division (HR) in addressing issues and concerns related to HR activities. The following highlights areas that have been addressed in collaboration with the DHS HR management staff:

### Performance Management

A new structure for the Performance Management unit has been developed. No new full-time equivalent (FTE) positions will be added to the DHS budget to restructure this unit, since vacant budgeted positions will be reallocated from other areas within DHS. The unit will have dedicated Department of Justice (DOJ) Live Scan staff to review and triage DOJ results, as well as to streamline the process and enhance security and confidentiality of the results. This unit is responsible for maintaining logs, producing follow-up reports, determining job nexus, as well as producing and processing documents related to disciplinary actions. The CEO support team is assisting this unit in establishing policies and procedures to ensure a well defined process. This new unit structure lays out the chains of command and will have a well defined path to management accountability. DHS-HR has begun the interview process and has made

*"To Enrich Lives Through Effective And Caring Service"*

**Please Conserve Paper – This Document and Copies are Two-Sided  
Intra-County Correspondence Sent Electronically Only**

contingent offers to two candidates, pending final allocations from CEO classification division, which is anticipated to be completed by September 12, 2008.

### **Dedicated Information Technology Staff for Human Resources**

We have established a dedicated Information Technology (IT) Unit located within DHS-HR. This unit will consist of three budgeted FTE positions which will be transferred from Health Services Administration IT unit to the DHS-HR unit and will be housed at the Ferguson building, along with DHS-HR staff, effective September 15, 2008. In addition, DHS-HR will assign one staff knowledgeable about HR to provide analysis support to this unit. Current DHS IT staff will perform these duties until the interviews and selection of candidates for permanent placement can be completed. This is scheduled to be completed by the end of October 2008.

This new unit is responsible for creating databases, generating management reports, working on Item Control issues, payroll alerts, as well as many other HR IT related issues. Within the past two weeks, the DHS IT staff who will be assigned to DHS-HR have developed a centralized database using information provided by DHS-HR. Over the next several weeks, this staff will work with DHS-HR to audit the data in the system to ensure accuracy and will develop formats for management reports. This unit will continue to be supported by the DHS Central IT unit, but day-to-day management and direction will be handled by DHS-HR management. The County's Chief Information Officer has indicated that they will be available to assist with the interview process for the new staff and will also be available to provide consultation on an as needed basis to this unit.

### **Personnel Services at Facilities**

We are finalizing our assessment of the Operations Unit within DHS-HR and recommendations for restructuring the unit. We are analyzing the feasibility of centralizing this unit within the Central HR headquarters with a minimum number of staff remaining at the facilities to assist employees with day-to-day HR related issues. Our tentative target date for completion is the end of September.

### **Risk Management:**

CEO Risk Management (RM) unit is reviewing RM functions, including Return to Work, Leave Management, Worker's Compensation, Safety Employee Litigation, and Loss Prevention within DHS and will make a recommendation about how it should be structured and operate within the Department. CEO RM is conducting an analysis in

Each Supervisor  
September 10, 2008  
Page 3

order to assess current DHS operations and identify areas of improvement. CEO and DHS will take this information and begin the process of identifying a structure that would help the department address RM issues and concerns. This analysis is targeted for completion by the end of September. Once this analysis is completed, we will assist the Department in implementing an RM structure.

### **Payroll Audits**

On August 15, 2008, DHS staff provided a detailed plan for conducting payroll audits of DHS facilities, with target dates, staff who will be involved in conducting the audits and the frequency of regular audits to the CEO support team. Implementation of the plan is scheduled to begin with the payroll of September 15, 2008 and will continue throughout the fiscal year until every facility is audited.

We will keep your Board informed regarding the actions taken to address issues related to HR at the Department. If you have questions, please contact me or your staff may contact Gregory Polk, Manager, CEO, at (213) 974-1791.

WTF:SRH:MS/SAS  
GP:cvb

c: Executive Officer, Board of Supervisors  
County Counsel  
Acting Chief Information Officer  
Interim Director, Department of Health Services  
Director of Personnel